



# *Notes from the Director*

No. 50

13 November 1979

## REASONABLE CAREER OPPORTUNITY

Every well-managed organization, whether public or private, has two fundamental personnel goals:

- 1) to provide the right number of and quality of people to do the job, and
- 2) to establish policies which will provide employees the satisfaction of using their talents fully, and the reward of reasonable career opportunities, including promotion and other recognition.

The Central Intelligence Agency in its efforts to manage its people well, has the same two goals.

The first goal, ensuring that we have the right number and quality of people to do the job, largely depends on our being able to anticipate our future needs accurately, and finding the people who satisfy those needs. Predicting future needs is never easy; however, we are strengthening the role of the Director of Personnel to do this.

The second goal, making the best use of people's talents and offering them reasonable rewards for their contributions, requires policies which guarantee an organization which is internally dynamic.

There really are only two choices in the internal character of an organization. It will either be dynamic, with reasonable opportunity for people to move both up and sideways; or it will be static, with promotions slowed because there are no openings upward, and no maneuvering room sideways because excessive specialization has narrowed or restricted people's qualifications.

The personnel programs here at the Agency which have been designed to ensure internal dynamism have been erroneously dubbed "flow through." More accurately, they offer "Reasonable Career Opportunity" (RCO). The concept of RCO is simply the recognition that to continue to attract outstanding young people to the Agency, and retain those who do join us, we must be able to offer them the prospect of a full and rewarding career with the opportunity to use their talents, and receive just reward for their contributions. It also recognizes the fact that present career employees must be afforded the same opportunity.

In the past we have had, and we continue to some extent to have, problems of "humps and valleys" in the personnel system. That is, too many people in some grades and skills, and too few in others. The promotion opportunity of people just

behind a hump is drastically reduced; the promotion opportunity of people behind a valley is unusually high. Neither situation is really fair, either to you or to the Agency. Both situations are disruptive and make your career planning chancey at best.

To avoid both of these problems, we must work toward personnel planning which will permit more lateral mobility across Agency lines than now exists. Lateral movement offers one of the best means of reducing the humps and valleys, because when humps and valleys are identified, we would be able to move employees from areas of excess to those of shortage rather than being forced to either hire new employees or RIF old ones.

Occasionally there may be instances when attrition and lateral transfers are inadequate to meet the needs of RCO. Only then will forced attrition be required. When it is, it will come from the bottom 3%. Today, those appraised in the bottom 3% are divided into two categories: (1) those whose performance is inadequate and are asked to leave; (2) those who are performing adequately but are the least competitive in their grade and skill. As long as we have good Agency-wide personnel planning and can move people around within the Agency as required by the needs of the Agency and by RCO, only in rare circumstances will it be necessary to ask anyone in the second category to leave.

These personnel policies are your insurance for a stable, well-planned, and rewarding career. I will do my utmost to ensure they are carried out. I ask your understanding and support.

## PARKING FEES

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Because of the amount of concern expressed over the paid-parking program, I feel I should comment on where the Agency stands on this delicate issue. First, if you have not already done so, I suggest you read two Headquarters Notices, [ ] and [ ] which provide rather detailed information on the background of the policy and the program.

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Basically, paid-parking has been introduced by the Administration as an energy conservation measure. Through this program it is believed there will be fuel savings and a reduction in traffic congestion and air pollution. While I recognize that in these inflationary times an added financial burden is difficult to take, the President's goals are in the interest of all of us and deserving of support.

There has been much confusion in the press over this Agency requesting an exemption from fees for our employees serving at Headquarters and at the outlying buildings on the basis of our rural environment and lack of suitable mass transportation. Such a request was forwarded to OMB but not granted. As a result, charges have been established, as stated in a recent Headquarters Notice [ ] for those areas where GSA has assessed the relative value of parking in excess of \$10.00 per month. While parking for Headquarters was not assessed above this threshold this year, projected reassessments by GSA effective 1 October 1980 will probably require charging a fee at that time.

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In order to ease the strain of those paying now, it has been suggested that employees at all of our buildings pay a fee and thus share the burden. Under the GSA guidelines established for the paid-parking program, an agency is not permitted to subsidize one area at the expense of another since this action encourages the

continued use of private vehicles in the more congested areas and is contrary to the intent of the program.

Obviously carpooling and vanpooling contribute to reduced use of personal vehicles and thus assist in meeting the President's energy saving goals. I encourage such use wherever possible and in this connection, I expect supervisors to be as flexible as possible, consistent with the needs of the office, in permitting employees to meet carpool time schedules.

I realize that the assessment of fees causes hardship, but it is a program where the Agency shares the burden nationwide and has no authority to act independently. It is a difficult program to administer equitably, but I believe that GSA and the Agency are responding in a fair and responsible manner. I solicit your cooperation and support in the implementation and operation of the program.

### COMBINED FEDERAL CAMPAIGN

The Combined Federal Campaign in the Agency will end on Friday, 16 November, and our pledges thus far total about two-thirds of our goal. There is still an opportunity, however, for us to be successful in the campaign because nearly one-half of the pledge cards have not as yet been returned. I urge those who have not as yet made a decision to do so now and to remember those less fortunate than ourselves through a generous donation. In this way we as Federal employees can demonstrate in a positive manner our humanitarian concerns.

A handwritten signature in dark ink, appearing to read "Stansfield Turner", with a stylized, flowing script.

STANSFIELD TURNER  
Director